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**STRATEGIC PLAN
(DTIC 2000 REVISED)
VOLUME I**

**MANAGING SCIENTIFIC AND TECHNICAL
INFORMATION FOR A SECURE FUTURE**



OCTOBER 1990

**DEFENSE TECHNICAL INFORMATION CENTER
DEFENSE LOGISTICS AGENCY
CAMERON STATION
ALEXANDRIA, VA 22304-6145**



DTIC VISION

**TO CONTRIBUTE TO THE
TECHNICAL SUPERIORITY OF
THE DoD AND TO NATIONAL
COMPETITIVENESS BY
CONTINUALLY
IMPROVING THE TRANSFER OF
SCIENTIFIC AND TECHNICAL
INFORMATION.**

ADMINISTRATOR'S MESSAGE

The Defense Technical Information Center's (DTIC's) mission is to provide Scientific and Technical Information (STI) support and services to the Department of Defense (DoD) Research and Development (R&D) community. To do this, we must:

Know our customers, meet their needs, and treat them right.

Commit to Total Quality Management (TQM) - make our processes modern and productive.

Work together as a team.

Reward creativity and innovation in our workforce while demanding integrity and accountability.

Value individual growth, creativity, innovation, and excellence. Encourage alternative views.

Strive to modernize our products and services, communications, management and information systems.

Work to implement quality of life in the workplace.

Plan for the future of the Center.



KURT N. MOLHOLM
ADMINISTRATOR, DTIC

OCTOBER 1990

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INTRODUCTION

This document is DTIC's long-range plan to provide STI to the DoD R&D community over the next 15 years. The plan is the result of a fundamental assessment of the role DTIC plays in the DoD scientific and technical community. It also indicates the direction which DTIC's modernization efforts will take and provides goals and mid-range objectives for the Center. This plan supercedes DTIC 2000, A Corporate Plan for the Future.

Volume II of this document defines the projects, tasks, plans of action, and major efforts needed to achieve DTIC's goals and objectives.

Core Concepts:

- To provide centralized services for the acquisition, storage, retrieval, and dissemination of STI to support DoD research, development, engineering, and studies programs.
- To provide centralized DoD database services to give seekers of defense STI convenient access to stored files of information relevant to managing and conducting research and engineering programs.
- To provide management oversight and support to designated DoD Information Analysis Centers (IACs).
- To provide a focus for developing and coordinating programs among, and providing centralized technical support to DoD technical libraries.
- To investigate, experiment, and apply advanced information science and technology.

The world of information is experiencing rapid and massive changes. The technological advancements taking place in computers are and will continue to have major impact on the way DTIC performs its mission and serves its customers. This plan considers these changes and the environment in which STI will operate. It provides a roadmap for coping with the impact of change, embracing it and using it to improve our operations. In recent years, there has been an increased focus on the value of strategic planning in the government arena. Strategic planning provides DTIC with periodic opportunities to examine the future role of the Center and to present the results of this effort to the constituencies it serves.

DTIC TODAY

DTIC is a component of the DoD Scientific and Technical Information Program (STIP). DTIC contributes to the management and conduct of Defense R&D efforts. This is done by providing access to and transfer of STI for DoD personnel, DoD Contractors and potential contractors, and other U.S. Government agency personnel and their contractors.

DTIC's collection includes technical reports; management information summaries of work units, independent research efforts; and special collections such as a referral database and World War II (Air Technical Index) documents.

DTIC's three major databases contain summary descriptions of, or references to ongoing, and completed DoD/DoD contractor /potential contractor R&D efforts. They are:

- **The Research and Technology (R&T) Work Unit Information System (WUIS) database, a collection of technically-oriented summaries describing ongoing DoD R&T effort at the work unit level. This database includes information concerning the what, where, when, how, at what costs, by whom, and under what sponsorship research is being performed. The collection consists of approximately 200,000 records.**

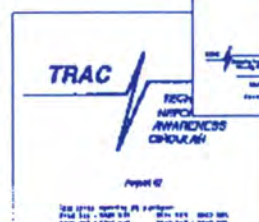
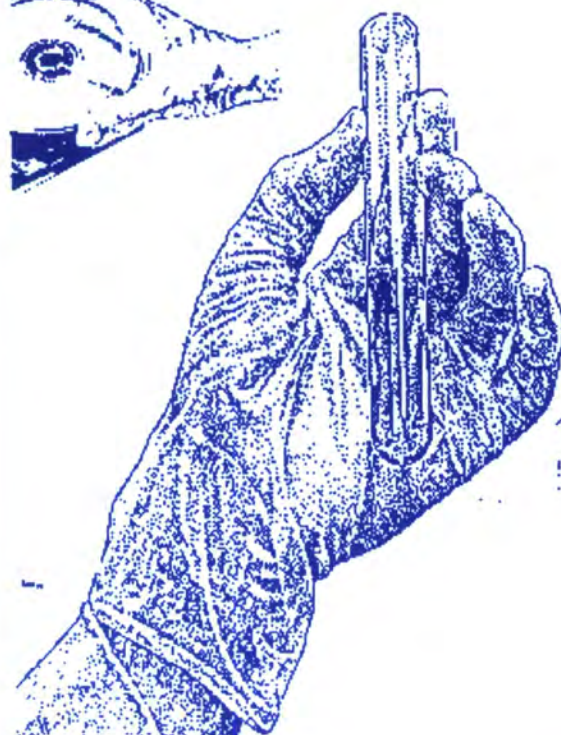
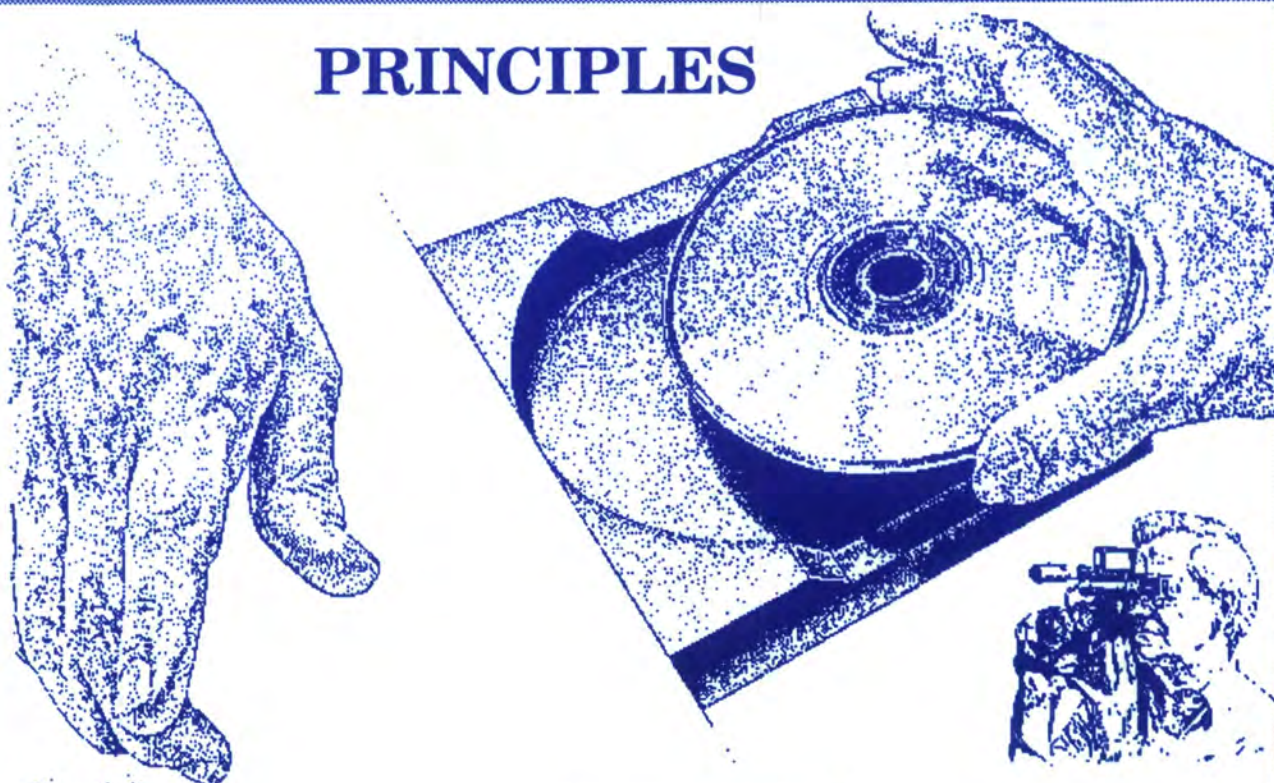
- **The Technical Report (TR) database, which is a collection of bibliographic citations to documents that convey progress or results of Defense-sponsored Research, Development, Test and Evaluation (RDT&E) efforts. These reports are assigned an accession number for announcement, retrieval, and request purposes. The collection consists of over 1.6 million documents stored in microform, of which over 1.3 million are under computer control.**

- **The Independent Research and Development (IR&D) database contains descriptions of technical programs which are initiated and performed by DoD contractors and are not wholly funded by DoD. IR&D records are considered proprietary and are made available only to DoD organizations.**

DTIC also administratively manages and funds contractor-operated DoD centers for analysis of STI known as Information Analysis Centers (IACs). These Centers provide DTIC users with access to specialized reference services and subject matter experts. IACs are concerned with the STI content of worldwide engineering, technical, and scientific documents and databases and cover highly specialized, technical subject matter areas of major concern to DoD R&D programs. Coverage is of greater depth and breadth than is possible in DTIC.

DTIC's staff numbers approximately 400 persons. Areas of specialty differ among staff members. Emphasis includes: technical information specialists, information technology/computer sciences, physical, technical, and regulatory aspects of STI security, library sciences, training technology, market analyses, and a variety of people who have degrees in the physical-or hard-sciences.

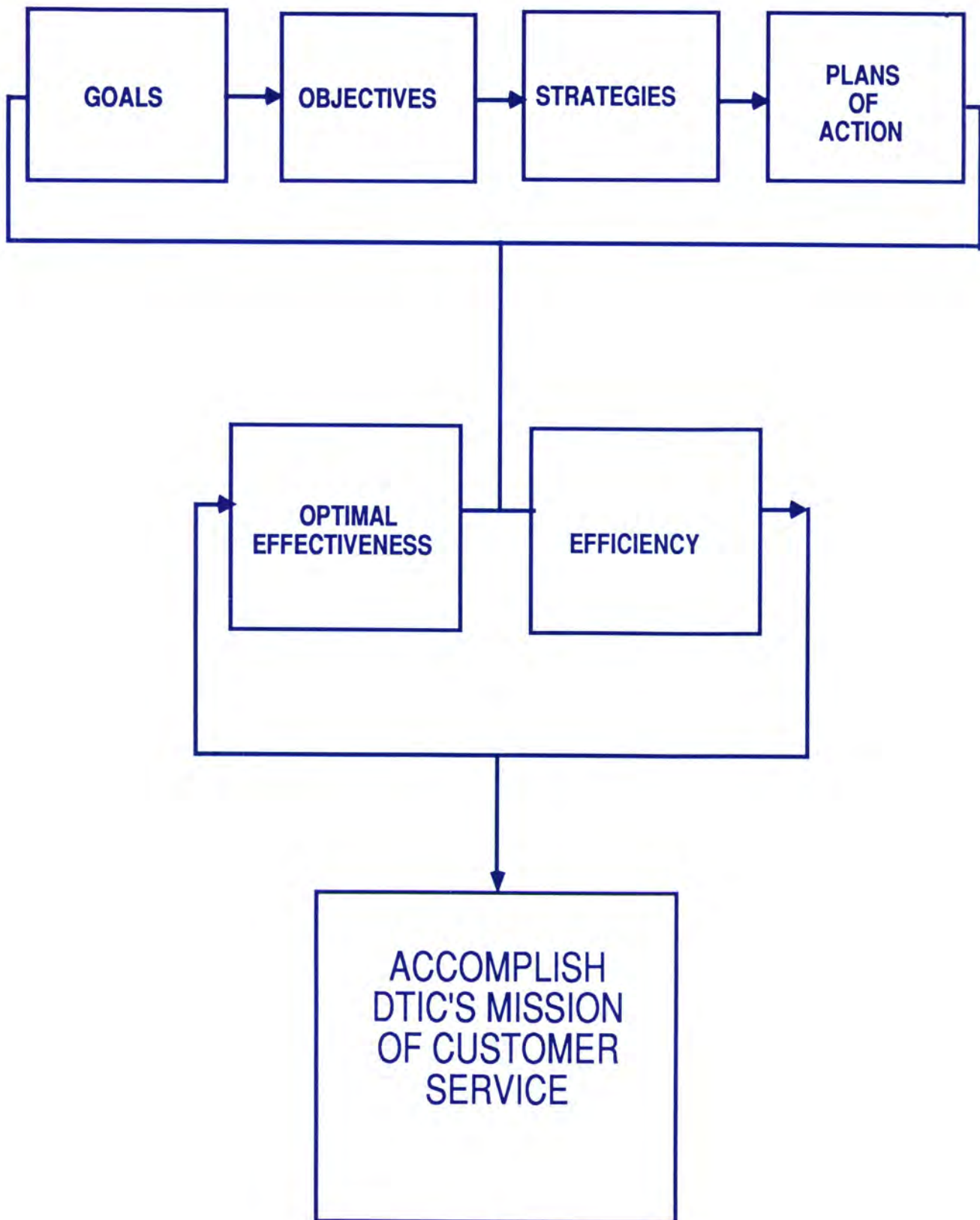
PRINCIPLES



MISSION



PRINCIPLES



PRINCIPLES

Principles are the collective set of fundamental beliefs to which an organization subscribes. Because of their enduring nature and broad applicability, they provide a solid foundation for the development of plans and policies. The leading principle affecting DTIC is that the DoD R&D community can save time and resources by having access to complete, accurate and responsive STI.

A subset of principles is basic to the support of the mission. These fall into two categories: operational principles, which support the information services DTIC provides; and management principles, which support the Center's internal management systems and principles.

Operational Principles:

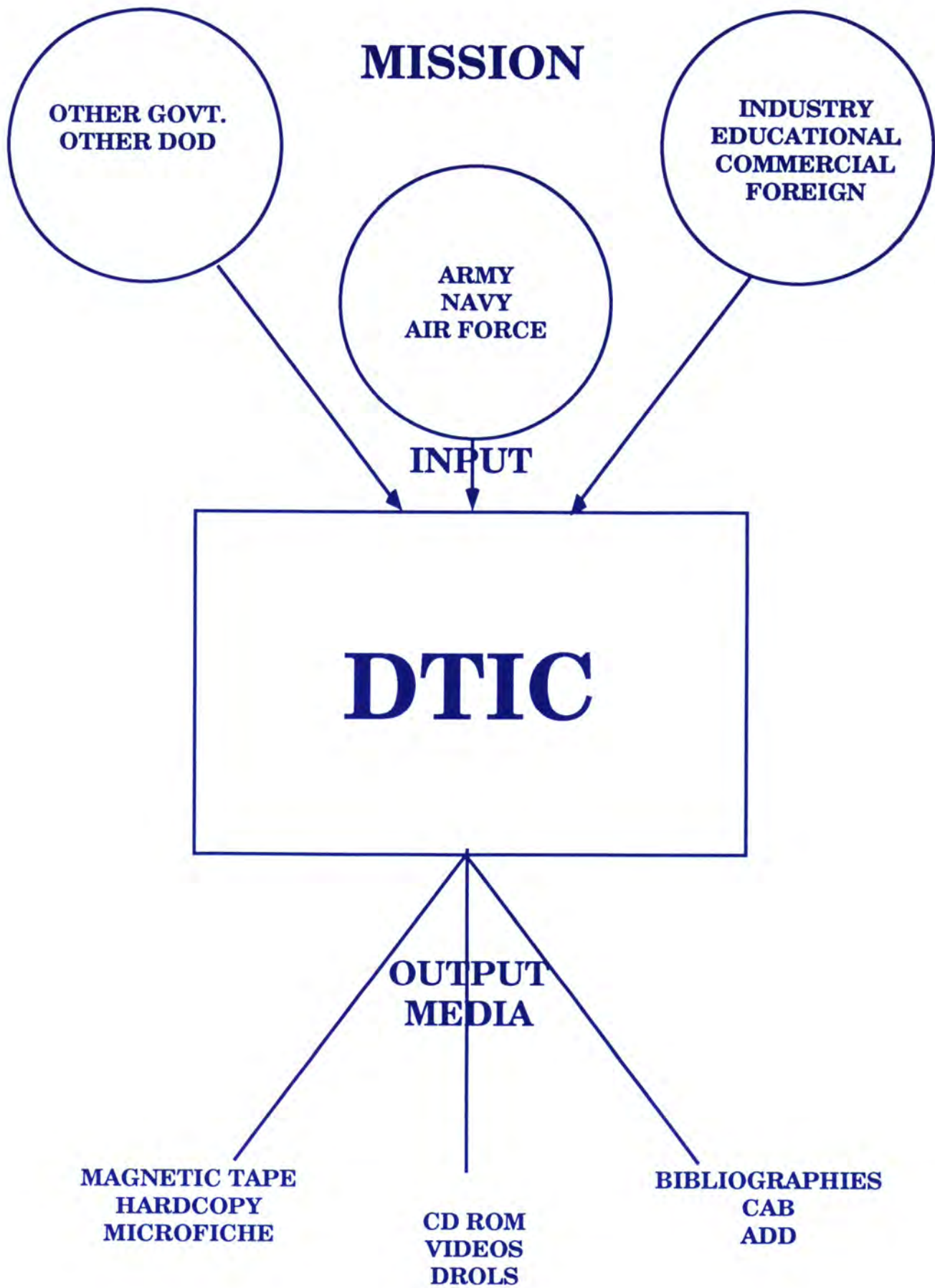
These concepts form the basis for the development in this plan of Goals, Objectives, Strategies, and Projects/Plans of Action needed to achieve optimal effectiveness and efficiency required to accomplish DTIC's mission of customer service.

- Availability of STI to the DoD R&D community serves to save time and dollars.
- STI must be available in media readily useable and desirable for the users.
- The operational systems used by DTIC must be user-friendly and capable of delivering the best possible service to the users.
- Databases should be as complete as possible, encompassing the great volume of information available as a result of DoD R&D.

Management Principles:

The corporate philosophy which drives the management process at DTIC and defines the way it operates is:

- We work hard to know our customers, to meet their needs, and to treat them right.
- We are committed to TQM - to make our processes modern and productive.
- We work together as a team.
- We reward creativity and innovation in our workforce while demanding integrity and accountability.
- We work to implement quality of life in the workplace.
- We plan for the future of the Center.



MISSION

DTIC's mission is to provide a central facility for the acquisition, storage, retrieval, dissemination, utilization and enhancement of technical information for DoD STI managers, scientists, engineers, and others. DTIC also functions as a central activity with the DoD for applying advanced techniques and technology to DoD STI transfer effectiveness in support of STI program objectives.

COROLLARY MISSION

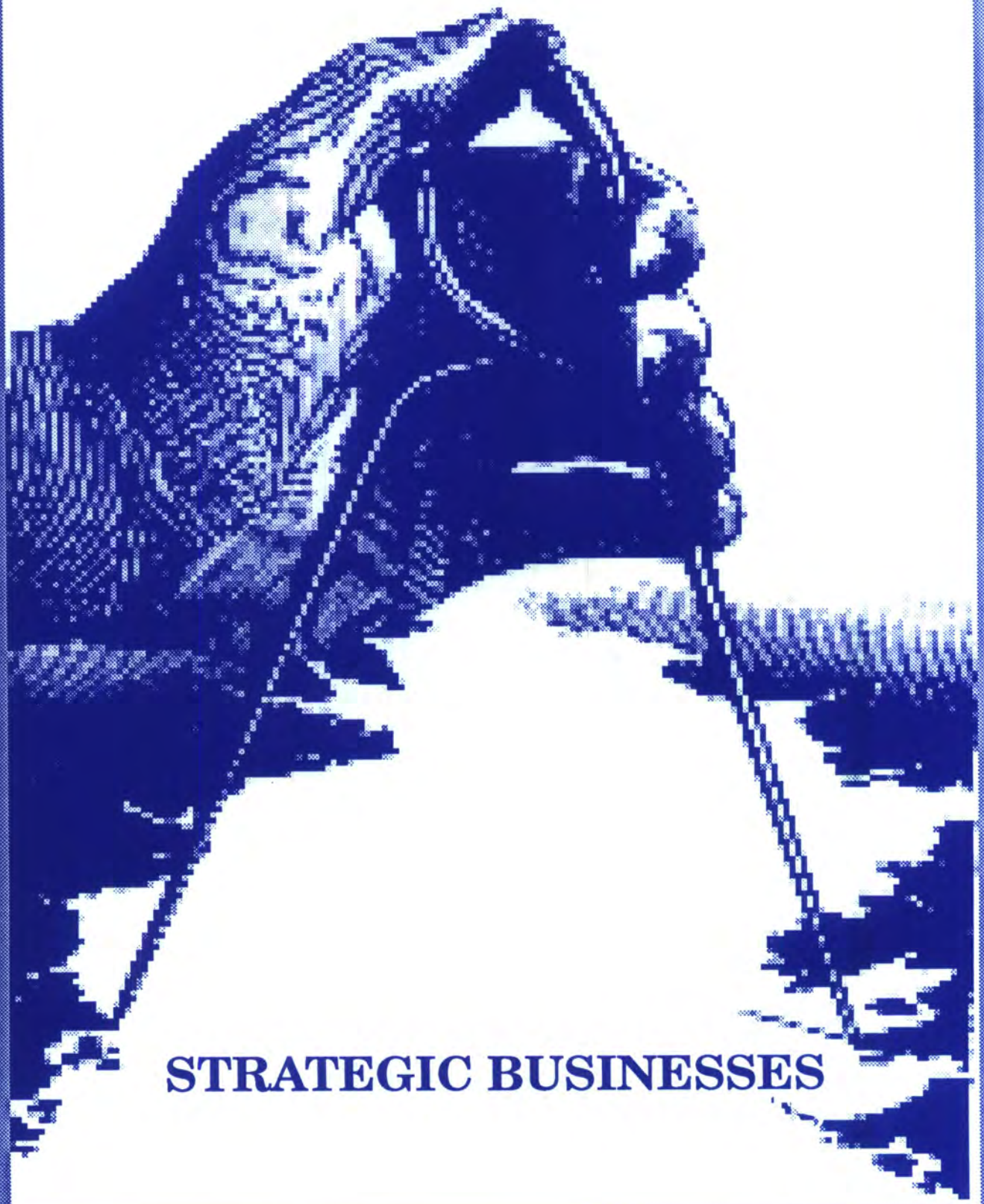
**DTIC's corollary mission is management responsibility
for assigned DoD IACs**

The mission statement expresses DTIC's reason for being. It is formally established by DoD Directive 3200.12, 15 Feb 83. The successful achievement of the mission is guided by:

OVERARCHING GOAL

Achievement of optimum customer satisfaction by providing prompt, complete, and appropriate information to the DoD and Federal R&D community.

GRAND STRATEGY



STRATEGIC BUSINESSES

The background of the slide is a blue-toned, pixelated graphic. It features a computer monitor and keyboard in the upper half, and a circuit board pattern in the lower half. The text is overlaid on the circuit board area.

**There will be an increased need for
STI.**

**Educate customers to contribute to our
databases and maximize use of our
products and services.**

GRAND STRATEGY

The key to development of a grand strategy for DTIC is a careful analysis, refocusing, and restructuring of the business DTIC is in, the best ways to serve our customers, and the impact that technological advances in information collection and dissemination will have on operations.

Some specific premises under which DTIC must plan include:

DTIC provides maximum support to DoD by synergizing the results of STI to further the decision-making process.

Improvements in information handling technology will cause vast changes in the way DTIC does business.

There will be increased need for STI.

Users will continue to expect more specificity and quality in the information that they desire.

Users will expect multimedia input and output capability.

There will be increased emphasis on industrial support and contributions to economic competitiveness.

There will be increased emphasis on current and projected requirements of the STI community.

Budget restraints will require maximum utilization of resources.

Knowing our customers and our business are the keys to success for DTIC. The grand strategy is to marshal DTIC's resources to provide the best possible products and services to our customers. In order to do that, DTIC must:

Develop a Customer Service Strategy to meet the needs of our users.

Emphasize R&D management and develop tools to support it.

Encourage DTIC employees toward individual innovation and organizational flexibility.

Educate customers to contribute to our databases and maximize use of our products and services.

DTIC STRATEGIC BUSINESSES

**CAPTURE
AND
STORE
STI.**

**RETRIEVE
AND
DISTRIBUTE
STI.**

**STIP
SUPPORT/
R&D**

STRATEGIC BUSINESSES

Strategic businesses provide the functional breakout of the organization's operation. They encompass the major products and services that DTIC provides its customers. DTIC's strategic businesses are:

To capture and store STI. The purposes of this strategic business are to:

Acquire STI.

Review acquired information for applicability.

Input acquired information in DTIC databases.

Index acquired STI.

Produce and store microfiche copies of TRs.

To retrieve and distribute STI. The purposes of this strategic business are to:

Verify eligibility of the users.

Provide STI to the DoD community

STIP support/R&D. This strategic business identifies long-range R&D requirements and designs system prototypes for the DTIC/DoD STIP environment and provides support to special segments of the STIP community. The purposes of this strategic business are to:

Provide a centralized site for R&D in the information sciences to improve the effectiveness and efficiency of the DoD STIP in general and the DTIC program in particular.

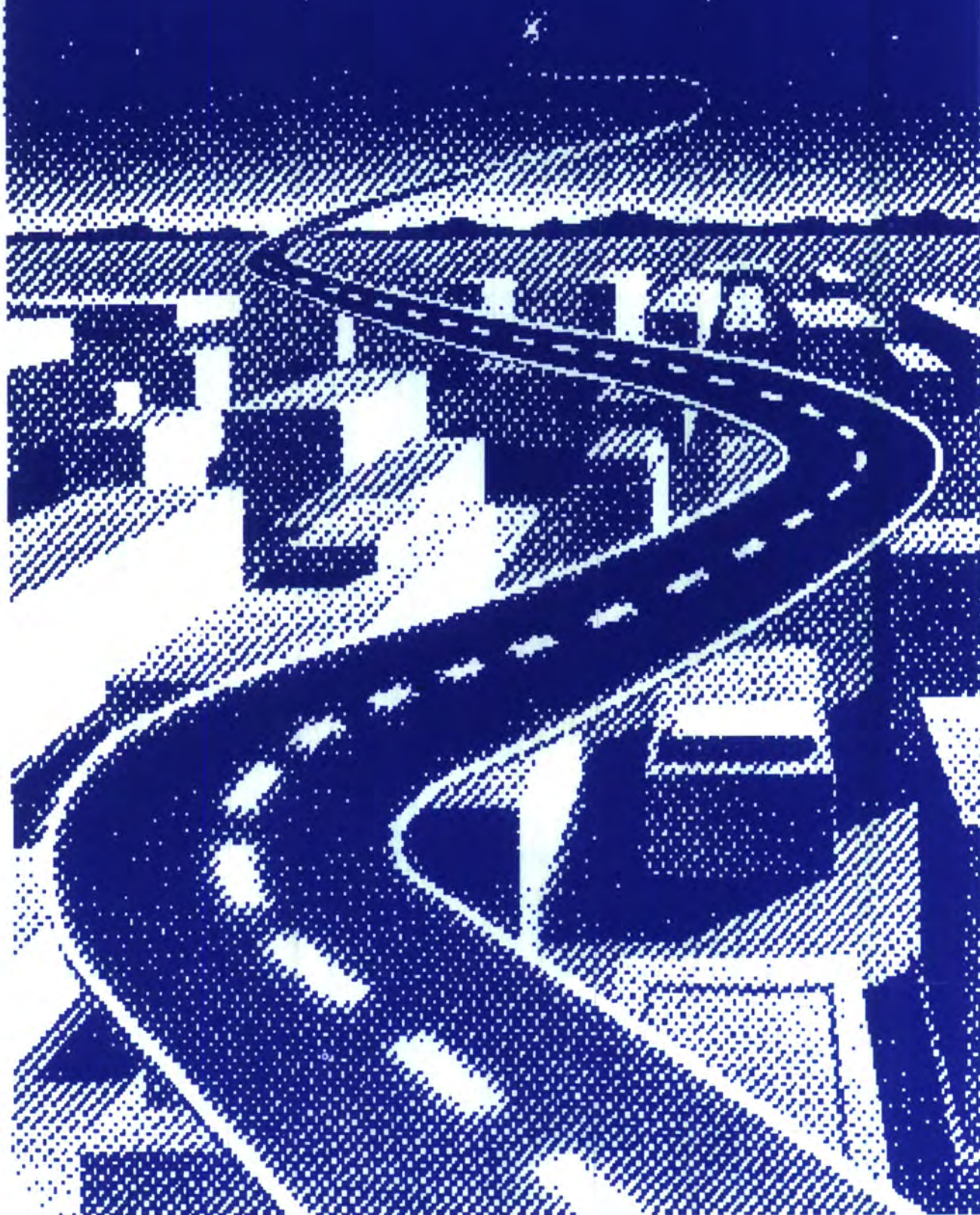
Provide support to special segments of the STIP community.

Assess new developments in information processing technology for applicability to the DoD/DTIC STIP.

Support the development and operation of special purpose databases or information systems and centers.

Cooperate with the international information processing community to establish standards and develop systems for the effective interchange of defense-related STI.

IMPLEMENTATION



PEOPLE

INFORMATION

ORGANIZATION

**DTIC
RESOURCES**

CAPITAL

EQUIPMENT

FACILITIES

IMPLEMENTATION

This plan (the Strategic Plan) articulates a specific direction in which the DTIC will move and the management to take us there. Subordinate plans (Implementation Plans) reflect this direction. DTIC has put into place a Corporate Planning System to institutionalize the process.

Goals, Objectives, Strategies and Projects/Plans of Action:

DTIC's Goals and Objectives are contained in the Appendix to this document. Strategies, as they relate to the Objectives are found in Volume 2, Implementation Plan. Projects and Plans of Action define the specifics to achieve the desired results. They have long been a part of the way DTIC operates and they form the task level of the Corporate Planning System. Whereas Goals and Objectives will be revised in concert with the regular review of the Strategic Plan itself, Strategies and Projects/Plans of Action will form a living document which is constantly evolving as milestones are met and new milestones set.

Control, Tracking and Feedback System:

The progress of the individual tasks to implement this plan will be tracked and controlled with the same automated program management support system that is used in other DLA organizations. Individual managers will be accountable for the performance of tasks within the Projects/Plans of Action. Resources expended can be aggregated to show the true costs.

Vision Into the Future:

Strategic planning and management can provide the Center with a vision for the future, a roadmap to achieve that vision, and the flexibility to adapt to unforeseen events. Commitment to this vision, not only from leadership, but also from managers and workers at every level, is essential. This plan provides the vision. Commitment must come from the individual managers and executives.

Resources:

Resources provide the corporate support to accomplish the mission. Resources for DTIC are defined as people, information, organization, capital, facilities, and equipment. Functionally, corporate support crosses organizational lines providing the tools to accomplish strategic businesses.

Resource Projections:

Recent developments in the Soviet Union and Eastern Europe make it hard to predict the dynamics of the DoD in the mid- to long-range future. It is anticipated that the need for R&D will not diminish, that there will be an increased need for quality STI along with sophisticated technological methods of providing it, and also that Defense Department budgets will be shrinking.

Modernization has begun at DTIC; this should allow us to do more without a corresponding growth in resources. But along with the increased sophistication of hardware and software will come the need for a more skilled workforce. The transition of DTIC's operation from what it is today to what it will become will require diligent management, sound justification for capital, and good planning to ensure that the strategic business is successful and the human resource needs are met.

DTIC TOMORROW

The explosive growth in computer power and its placement in the workplace, the exponential growth in computer storage capacity, and the ability to access and manipulate information from nearly anywhere in the world are transforming the dissemination of STI. With this transformation, a fundamental change in the relationship of the generator of STI, the secondary distribution function (e.g., DTIC), and the user of STI is being experienced.

Growing recognition outside of the scientific community of the importance of STI, international economic competition, and continued extraordinary growth in information technology will be the greatest forces of change for DTIC in the 1990s.

Acknowledgement of STI as a critical component of the Nation's economic as well as political strength and its products and services means there will be an increasing demand to link DTIC with other sources to allow researchers and educators to easily obtain the information they need. This means that DTIC will become part of a "library without walls" - one information source among many available at the workstation of the knowledge seeker. It also means that the traditional form of paper documents will be stored electronically and be supplemented by information in other media - videotape, floppy disks/cartridges or their equivalent, audio tapes, etc. It means that other forms of DoD STI such as numeric and referral data, computer software, electronic mail messages, and technical drawings and specifications will be available just as easily to the user.

The Bottom Line:

DTIC WILL CONTINUOUSLY STRIVE TO IDENTIFY AND DEFINE THE INTERESTS AND NEEDS OF OUR USERS, CONTRIBUTORS, AND SUPPORTERS AND TO EXPLOIT TECHNOLOGICAL ADVANCEMENTS SO THAT WE CAN PROVIDE THE BEST POSSIBLE SERVICE TO THE DOD R&D COMMUNITY.

APPENDIX

GOALS AND OBJECTIVES

This section details the Goals and Objectives of the DTIC. They derive from the mission as mandated by DoD Directive 3200.12, 15 Feb 83. The Goals serve as the purpose toward which our endeavors are directed.

Objectives are ends, not means. They are definable and attainable. They define generally what needs to be done to achieve the goals.

The Center's Goals are:

1. Approach the future as an innovative organization, actively seeking ways to serve the interests of the DoD community.
2. Apply innovative organizational techniques, management practices, and state-of-the-art tools that can be used to improve performance.
3. Increase the awareness and use of our products and services.
4. Strive to produce the highest quality products and services in accordance with TQM concepts.
5. Explore and implement methods to attain the maximum level of employee motivation and productivity for performing the DTIC mission.
6. Ensure decision-makers are aware of the critical value of STI to Defense strategies and the consequences which occur when needs are not supported.
7. Facilitate the maximum participation in and compatibility among disparate national and international information programs.
8. Provide a full range of information-oriented products and services to support DoD decision-makers.

Objectives which speak to the goals outlined above are:

1. Increase input of current STI documents by an annual growth rate of 5 percent through 1995.
2. Implement broad spectrum input and maintenance capabilities by 1994 that will accommodate significant increases in the size and scope of DoD-wide databases.

3. Implement WUIS capability by 1993 that will achieve data capture and integration of 90 percent of all targeted work unit efforts.
4. Create a decision support software and data integration system by 1996 that will accommodate the special program and planning needs of DoD managers and the Defense community.
5. Accomplish by 1999 the program integration and Automated Data Processing/Telecommunications (ADP/T) support of the IACs and other specialized centers that will satisfy the needs and expectations of the DoD STI community.
6. Increase the number of DTIC users by 20 percent by 1994.
7. Develop by 1992 policy and procedures for identifying, acquiring, storing, and processing archival materials relevant to DTIC's mission.
8. Expand and formalize by 1996 the DoD Scientific and Technical Information Network (STINET).
9. Implement a broad spectrum output capability by 1992 that will satisfy the needs and expectations of the DoD STI community.